

SPEECH BY  
E. HENRY KNOCHE  
DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE  
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I want to talk to you tonight about the world of intelligence, particularly the world of CIA. Until recently very little has been said publicly and not much has been known by the American people about their intelligence agencies. Unfortunately when most people think of intelligence and the CIA, they tend to think of glamorous fictional characters like James Bond -- with exotic foreign assignments, beautiful women, and messages passed in the dark, Maxwell Smart and his shoe. They have all seen flashy headlines and sensationalized stories about the Agency in the newspapers, many of them completely out of context and blown all out of proportion. Total secrecy and silence have been the traditions of our services over the years, but the new watch word of American intelligence is accountability. Accountability to the Presidency, accountability to the Congress, accountability to the American people and accountability to ourselves as professionals within the intelligence community. And so traditions change -- and today we in intelligence want the American people to understand what intelligence is -- and what it is not, and to understand what we think is its very vital role in ensuring our nation's security. So tonight I want to talk with you about the real role of intelligence as I have seen it for 23 years and the role the CIA plays in supporting the policymakers in this government of ours.

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My own career exemplifies to some extent what it's like to be involved in the modern intelligence world. When the President earlier this year nominated me to this post as Deputy Director of Central Intelligence, I had served in the Agency for 23 Years. Most of my service had been deep within the organization, but as an Assistant to Director, William Colby, I gained valuable insight and experience during the Agency's relationship with Congress and the investigations which took place in 1975-76, and in another recent assignment I served as Director George Bush's Associate Deputy to the Intelligence Community, helping him to coordinate the work of all intelligence agencies including those of the military, the State Department and the CIA.

So, I come to you tonight not only as an enthusiastic intelligence officer, but also as one who has had the advantage of seeing the many different aspects of the business of intelligence. Now I have given you my credentials, but don't let me snow you. Humility is not the trait that goes with most Washington officials, I hope it goes with me, but let me share with you a story and illustrate the point. There were two men walking down a river bank one day, and there was a log floating down in the middle of the river, covered with ants, and the one gent said to the other, you know that log reminds me of Washington. The guy said how so, and he said, well, every one of those ants thinks he is steering that log.

In the world of today -- and in that of tomorrow --  
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our country cannot afford to be blind or deaf to the preparations of potential enemies. Our government needs solid facts and judgments on which to base its policies and the plans if our country is to remain strong and free. And make no mistake about it: every nation on this planet, whether strong or not, whether free or not, uses intelligence information to improve its position. And this has always been so. The Bible in Joshua II shows that Joshua, before attacking Jericho to make the walls fall down, sent two spies secretly into the city to take stock of the internal strength in the city, to make a judgment as to whether it was weak or strong. Those spies had a tough mission, they were in enemy territory and in the best traditions in intelligence they were taken in by the great hand of a harlot who gave them safe haven, protecting them from the king, misled the king as to their whereabouts and eventually let them complete their mission without one (unintelligible) remains. I might say that this biblical story which you will find in Joshua II leads to the conclusion that intelligence is the world's second oldest profession.

Later on, in the origins of our country, George Washington was a great devotee of intelligence. The great importance he attached to it was reflected in a letter he wrote about 200 years ago to Col. Elias Dayton, who was Chief of American Intelligence, and Washington emphasized to Dayton in that letter the importance of

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intelligence, in assessing the enemy or the British situation, and he impressed upon Dayton the need for secrecy, saying that for the lack of secrecy failure is spelled in most occasions of this kind. That is the father of our country talking.

What is intelligence then? Is it just a collection of facts? Is it a single report from a secret agent in a foreign land? Is it a fact from an encyclopedia or a piece of information pried out of an old book in the Library of Congress? Actually, any or all of these may be part of intelligence. But there is a major part which gets little publicity. The unsung part is the evaluation or the analysis -- by studious and informed professionals of a great many pieces of information.

Our CIA analysts gather as many facts as they can find both from open, unclassified sources, and reports people collect from abroad through clandestine means. They add a healthy dash of their own wisdom, judgment from their own academic background experience, skills, and then turn out what we call intelligence judgments or assessments. These we produce as objectively as we can without fear or favor. They are not altered to suit government policy. We call situations as we see them, regardless of whether our political leaders will find the judgments to be good news or bad.

Who are the people in CIA who make these difficult and important assessments about foreign situations?

Well, they are social scientists, historians, and experts

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in international relations. They are economists, engineers, linguists, mathematicians, specialists in physical and life sciences, people from a variety of disciplines, who have chosen to make a career in government, specifically in intelligence analysis.

The Agency can staff a small university from its corps of analysts. Thirty percent of our specialists have earned a Doctorate. Approximately fifty percent of professional applicants selected for employment last year had graduate degrees. Among Bachelor Degree holders, cum laude and magna cum laude awards are common.

To support our analysts, CIA has a library whose catalogue includes 81,000 titles, all of them incidentally non-fiction. We add an average of 4,200 new titles every year. The library subscribes to 1,600 newspapers and periodicals, covering a vast array of technical fields, and printed in a variety of languages. Incidentally, CIA employees can read or converse with ease in 46 foreign languages. We have instructors in 22 languages on our payroll, and we send employees to other government and private institutions to learn the rest.

So, to a great extent, CIA is like a university, a community of scholars and specialists, studying past, current and future problems and reaching conclusions about them. Our analysts must be advised of everything that can be learned or deduced about impending foreign developments that affect this country. This is a process

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which requires personnel of the greatest scholarship, dedication and integrity.

How did we get to the Central Intelligence Agency of today? It was Pearl Harbor that dramatically focused American attention on the need for a unified national intelligence service. Before World War II, we had what could be called departmental intelligence. The War Department had military intelligence, the Navy Department its naval intelligence, and the Department of State produced, what amounted to diplomatic intelligence, but in the terminology of today's kids no one was getting it all together.

After the war it was clear the United States was going to continue to need information and intelligence on developments abroad, and there was a need for a central organization to ensure that we were never again caught by surprise as at Pearl Harbor. So President Truman signed into law the National Security Act of 1947 creating the CIA to correlate and analyze all of the governments information concerning foreign developments. Years later, in 1964, I personally had the occasion to visit President Truman in his offices in Independence, Missouri. He reminisced about his role in creating CIA, and in his inimitable manner he told me: "The State Department and the military services separately had bits of information I couldn't get my hands on, and I needed an Agency that could put the pieces together and tell me

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what was going on. It was that simple. So, I set up the CIA.

All of you, I am sure, are aware of the battering our Agency has taken in the past year to eighteen months. We were charged with nearly every offense imaginable, from "massive" domestic spying to being unable to warn our nation of impending attack.

If you can imagine it, some individuals even made headlines by claiming first-hand knowledge that the CIA once captured three beings from outer space who had come on a peaceful mission. According to the story we were opposed to peace, we captured them, put them in a freezer to make them talk and they died instead. Another claim to make the newspapers was that we had found and pilfered the remains of Noah's Ark on a mountain side in Turkey, and that the artifacts are some where in the basement of our headquarters in the Virginia countryside to this day.

All too often only the accusations and the allegations make the headlines. The denial and the truth of the matter never seem to be heard. After all, someone's claim that we captured three beings from outer space or that we found Noah's Ark may make a good story. But how many readers would be fascinated by the fact that we didn't do either. It would be something like a report that the Second National Bank was not robbed today.

I hope that the American people never come to believe unfounded allegations simply because they have appeared in

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print or simply because they have been repeated so often.



That sort of technique works in closed societies. We must not allow it to happen here.

I may be biased -- being a long-time CIA professional. I'm proud of the service but I want you good people to know and share my pride in the men and women in CIA who -- throughout the battering -- never flagged in their dedication and professionalism. The President and his advisors continued to be well-served by CIA information and judgments pertaining to the international scene throughout the ordeal.

Sure, it was not pleasant as a CIA officer to sit before the family television or at the breakfast table with the morning paper -- seeing one's children troubled by charges implying that father or mother somehow was perhaps less than an upstanding American, or worse, making a living in some thoroughly disreputable business. But there is mettle and back-bone to these people and their families. And I can tell you tonight that our professionalism, our dedication, and our patriotism have not been diminished by the ordeal.

Many responsible people have said that the old ways of secrecy were used simply to cover abuses. Let me make this statement loud and clear: we do not condone abuses. We will not call upon secrecy to hide failures or wrongs in our past simply to cover embarrassment or something that was done in a wrong end and turned away. As a matter of

fact, it was CIA, we in CIA, who uncovered the questionable activities of the past that made the headlines during the investigations. And we made corrections internally three years ago -- long before the investigations ever got under way.

Any bureaucratic organization needs a special look and some reforms after such a length of time. In the main the Presidential and Congressional reviews that took place in 1975 and 1976 have reflected the American process at work. Checks and balances in operation and we in CIA are no doubt the better for it. America's intelligence service must be responsible. But America's treatment of that service and its necessary secrets must also be responsible. Senseless exposure of true intelligence secrets can cause great damage.

It is time for you as Americans to ask yourselves whether it is in your interests, America's interests, to expose intelligence secrets and activities that are valid, even critically important and that have nothing to do with abuses.

Let me try to explain briefly why secrecy is so important in intelligence work. To get information about the state of the world, we rely heavily on open, unclassified information; newspapers, magazines, technical journals, books, radio and television broadcasts and the like. But this doesn't give us all we need to know about foreign capabilities and intentions that are kept secret

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by foreign governments. So we must use clandestine means to try to collect foreign secrets. And we rely increasingly on advanced technology to help us acquire information.

In the intelligence profession and in the law, these are known as intelligence sources and methods. If our sources and methods are revealed, our adversaries can take steps to keep us from getting the information we need. This has nothing to do with keeping the American public in the dark, a charge made by some of our critics. It is a simple matter of protecting our ability to get information. This is a responsibility recognized in law. The Director of Central Intelligence, by Federal statute, is charged with protecting intelligence sources and methods from disclosure.

True, the revelation of intelligence secrets makes exciting reading. A few readers in this country may ask themselves what the point of such a disclosure could be aside from providing a few minutes worth of interesting reading over the morning cup of coffee. But most readers in this country, will soon forget what the story was all about. Will our adversaries forget? I assure you they will not. And then as a result, enormously complex and expensive technical intelligence collection systems can be countered and our sources need to dry out. Dedicated and courageous men and women who risk their lives on the front lines in foreign fields,

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in the service of their country seeking vital information can be exposed and destroyed in this process. I don't think the American people want that to happen, especially when our adversaries, dedicated to the proposition that we eventually must be defeated, are hard at work, day and night.

Some of the charges against the intelligence community are particularly upsetting to me as a professional. You have heard a lot about intelligence failures. You have been told that the American taxpayer is not getting his money's worth for his intelligence dollar. You have been told that American intelligence cannot warn of imminent attack. That just plain isn't true. America has good intelligence. America is safe from sneak attack. And the intelligence record is studied with successes. We spotted the Soviet nuclear missiles being delivered to Cuba in 1962 and worked with the President and his advisors in getting those executed. American intelligence gave seven years warning on the development of the Moscow anti-ballistic missile system. We knew the status and design of two Soviet aircraft carriers well before the first one put to sea and in addition to these successes related to military developments, we successfully monitor and predict trends in oil prices and the flow of petrodollars; and world crop prospects things that affect your pocketbook. We warned last year of the imminent danger of war between two nations

friendly to the U.S., and caused quite a diplomacy to take place which prevented that war from breaking out. As a matter of fact, it is the very effective state of American intelligence that permits the strategic arms limitation agreement to have been struck by the Soviet Union. You may have your opinion as to what whether those treaty agreements are worthy or worthless but the fact is that intelligence can monitor the performance of the other side in meeting the terms of those agreements. So in the mean time, I am trying to describe activity which is peace perserving not war provoking. Now we don't have a crystal ball and we don't pretend to be entirely accurate in predicting the future, particularly when foreign leaders of the governments haven't made up their minds about what they want their future to be. And we cannot give you the precise day or hour of a particular coup or revolution in more than the local weather man can predict whether it is going to rain at precisely 9 o'clock tomorrow morning. But precise prediction are not the main mission of intelligence. Our main job is to give this country's leaders the deepest possible understanding of the military, political, social, and economic climate abroad where vital American interests are at stake.

Our mission is to see to it that our leaders know what is happening in the world beyond our borders and about the forces and factors at work there. We must alert our leaders to what may happen tomorrow. This

combination of informing and alerting is what intelligence really is all about.

Ladies and gentlemen, we do it well. And we must continue to do it well. We must know and understand the problems that lie ahead, so that we can give sound advice to those whose job it is to develop intelligent policies to deal with those problems.

Our country faces tough problems around the world; overpopulation and underproduction, the growing gaps, and rising tensions between the have and have not countries, nuclear proliferation, international terrorism, the international narcotics trade, exploitation of the riches of the seas and what that does to diplomatic and political relationships. We must have systematic knowledge of these complex subjects and an understanding of the intentions of other nations. To do our job well we must have also the understanding and support of you the American people. We are, all of us, committed to the same goal: making sure that America in the Tricentennial continues to be strong and free, democratic, and dedicated to the preserving of peace. We have every confidence this will be so, and we in CIA will do our share.

I would like to conclude with the words of an ancient wise man -- General Sun Tzu, a supreme military strategist in China long before Christ was born. Sun Tzu wrote these words:

"For to win 100 victories in 100 battles is not the

acme of skill. To find security without fighting is the acme of skill. And therefore the unit that in advancing does not seek mere fame, and in withdrawing is not concerned with avoiding blame, but whose only purpose is to protect the people and promote the best interests of the state. That unit is the precious jewel of the State."

May the Central Intelligence Agency so conduct itself, ladies and gentlemen, as to be just such a jewel of the state.

Thank you for allowing me to be with you tonight. I enjoyed it.